

P5, MM-9 (C. Kubo)

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January 29, 2013

The Honorable Ron Menor, Chair  
and Members  
Committee on Executive Matters and Legal Affairs  
Honolulu City Council  
530 S. King Street  
Honolulu, HI 96817

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Subject: Letter in Support of Confirmation of Carolee Kubo as Director of  
Department of Human Resources, City and County of Honolulu

Dear Honorable Chair Menor & Committee Members:

I am writing in full support of the nomination of Ms. Carolee Kubo for appointment to the position of Director for the Department of Human Resources (DHR), City and County of Honolulu.

I have known Carolee for nearly 20 years. Her work experience with the Hawaii Government Employees Association (HGEA) and more recently with the Hawaii Health Systems Corporation as its Labor Relations Personnel Program Manager enhances Carolee's ability to analyze a situation from the management and union perspective. This well-rounded work experience provides Carolee with the ability to better see beyond the words on paper and understand the viewpoints of labor and management. This, in turn, can facilitate the amicable resolution labor-management issues from the simple to the complex to the benefit of the City and County of Honolulu. In my more than thirty-five years of Hawaii public sector human resources experience, I have seen how a contentious labor-management environment can bring the implementation of new or the modification of existing programs to a standstill. Carolee's background and relationship with the leadership of the various labor organizations will give the City the best chance to move toward and become a more efficient government entity which ultimately benefits all of us.

Carolee is intense and thorough in her work. I have seen how she vigorously represented union members in the grievance process and the Union at the bargaining table without once compromising the best interests of those that she represented. I am certain she will be just as tenacious, energetic and responsible in the support of the employees, management and policy

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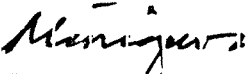
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makers of the City and County of Honolulu as she leads the Department of Human Resources and oversees all of its functional responsibilities.

In closing, I respectfully urge the City Council to confirm the appointment of Carolee Kubo as the Director of Human Resources for the City and County of Honolulu and thank you for this opportunity to comment on this matter.

Respectfully submitted,

  
ALLAN I. TANIGAWA